



Bi-monthly the U.S. Army Information Proponent Office will provide a brief update on the near-term and long-term projects that impact the FA30 Career Field. We welcome your active participation in this forum.

#### IPO Director

COL David Haught  
913-684-9465

#### Deputy Director

LTC Joshua Melendez  
913-684-8507

#### Doctrine

LTC Eric Henderson  
913-684-9432

#### FA30 QC Director

Mr. John Warner  
913-684-2962

#### LDE & T

LTC Bob Foley  
931-684-8508

#### Personnel

LTC John Mitchell  
931-684-5318

#### Info Engagement

MAJ Nicole Jaramillo  
913-684-9450

#### RC FA30 QC Director

MAJ Mitch Goodrich  
913-684-9441

## Director's Corner

As you all know, our main effort over the past year has been the publication of FM 3-13, *Information*. Responses to the Initial Draft have ranged from publish now to start over. We appreciate the candid feedback received so far and welcome comments from those of you that have not had an opportunity to do so. All responses are posted on our AKO website. We recently updated the TRADOC CG on the responses from the field. Given the wide-ranging impact this manual will have, our next step is to convene a General Officer Review Board to specifically address the major points of contention with the current draft manual – construct, organization, and integration. More to follow as we develop details.



COL David D. Haught  
Director USAIPO

We're working several other initiatives beyond FM 3-13. LTC Mitchell has been working the Graduate Level Education Initiatives, Fellowship, and Training with Industry initiatives hard. We're making steady progress in getting these programs off the ground. LTC Foley and MAJ Spielman have done great work in keeping Information Engagement as a Core METL Task for BCT, Division, and Corps. The FA 30 QC team under the leadership of Mr. John Warner is striving to make each FA 30 QC better than the last. And, MAJ Dunbar has made great strides in codifying a Long Range Training Strategy to provide schools and center the tools to realize Information as an element of combat power.

This issue of the Beacon will be my last as the Director. For those who have not heard, I will be departing this summer for an assignment to the Pentagon. For the past year, it has been my honor and privilege to serve you and the IO community. COL Mike Dominique will assume duties as the next Director. He comes with a wealth of experience and I'm confident will continue advancing your mission area to new heights. Please join us in a hearty welcome to Mike as he comes on board in the latter part of June.

As I move on, I assess the future of the Career Field as extremely bright. Promotion rates are high, accessions are up, and the demand for subject matter experts in your mission area continues to grow. As an example, read the Council on Foreign Relations article on winning the information war in Afghanistan at: [http://www.cfr.org/publication/19330/winning\\_the\\_information\\_war\\_in\\_afghanistan\\_and\\_pakistan.html?breadcrumb=%2F](http://www.cfr.org/publication/19330/winning_the_information_war_in_afghanistan_and_pakistan.html?breadcrumb=%2F)

More and more commanders and leaders are realizing that they must include the capabilities you bring in their planning and operations. You are in a "growth industry."

Thanks to all of you for your service to our Army and Nation. Good luck and Godspeed in your future endeavors.

### In This Issue of The Beacon...

Director's Corner.....	1	LDE&T.....	7
Proponent Engagements....	2	Tactical IO Course.....	7
Personnel.....	3	Frequently Asked Questions...	8
AC FA 30 QC.....	5	Professional Development.....	9
RC FA 30 QC .....	6	Voice From the Field.....	10
		Training.....	12

# Proponent Engagements

*IPO-IE\_Planner@conus.army.mil*

## IPO Observers Unit MRX

The unit LTC Foley observed took an aggressive approach toward the Army Information Tasks. The commander created a robust organization that was able to leverage information in the operational environment. The total number of personnel working in the G7 exceeded 20. This cell was responsible for the Army Information Tasks of Information Engagement and Military Deception. The G3 was responsible for OPSEC but the G7 coordinated closely with the G3 to protect the unit. The G6 was responsible for Information Protection and the Fires Effects Cell was responsible for C2W.

The G7 was organized into six sections: IO Plans, Intel Support to IO, Current Ops, PSYOP, IO Assessment, and Key Leader Engagement. The main effort within the cell was Key Leader Engagements. The G7's key battle rhythm event was a weekly IOWG.

The purpose of the unit's IOWG was to synchronize and de-conflict staff and subordinate unit effects IAW the CG's guidance, intent, and objectives. The working group reviewed the assessment of effects and recommended actions based on analysis. Additionally, they nominated and coordinated key leader engagements, products that supported engagements, and developed an initial engagement framework to support specific operations. The group coordinated the IO effort across the operational environment and synchronized actions and desired effects with its higher headquarters.

The commander's decision to resource the Information effort helped to ensure that the unit integrated Information with the other Warfighting Functions.

## IPO Field Survey

Opportunity to share your input. Below are a series of questions posed by an FA 30 currently serving as a BCT S-7. Please share your responses at <http://usacac.army.mil/CAC2/IPO/survey.asp> or email them to LEAV-USAIPOBEACON@conus.army.mil and we will incorporate them into the May/June Issue. We will share a summation of the responses in the next Beacon.

In the last year, my experience is that S7s are serving as an uber-PSYOP OIC for the BCT, spending 95% of their time on HVI leaflet drops/handbills, and not really touching engagements at all. In my BCT we have an engagement coordinator to handle the admin portion of engagement; however, I am deeply involved in engagement "targeting" and providing KLE guidance to units. Generally, I focus on coordinating all of the IE assets we have ISO operations. The goal is anything one of them touches, they all do (i.e. If a clinic is refurbished through Civil Affairs activities the Public Affairs Officer and COMCAM are on scene to cover the work and opening, while PSYOP develops handbills and encourages utilization/security of the new facility). My guess is that this is not the normal practice of S7s. How are BCTs in the field conducting the Army Information Tasks?

Despite what was briefed during the FA30 Qualification Course, my PSYOP NCO, PAO, and I have a close working relationship. The goal is to double-tap all stories with all available assets. If the PAO does a story on something good, PSYOP will use the information as the basis for future products and vice versa. We all sit together, and while this has raised some eyebrows, we believe it is what FM 3-0 was aiming for. Have you had other reports of this relationship working?

## Personnel

*LTC John "Mitch" Mitchell:*  
*JP.Mitch13@conus.army.mil*

## OPMS Council of Colonels

These are a few of the key take-aways from the last OPMS Council of Colonels, .

a. 66% of Army personnel have deployed with another 10% pending deployment and another 7% still in initial entry training. Another 4% are non-deployable, in TTHS, or serving as a recruiter or drill sergeant leaving less than 13% who have not deployed or are currently scheduled to deploy. HRC-A is actively seeking out those that have not deployed and transferring them to units which have been designated to deploy.

b. The entire Intermediate Level Education (ILE) and Senior Service School programs are under reexamination by the Army G-3 to determine class structure in terms of branches and/or functional areas. There is a tremendous backlog for resident ILE and studies are being conducted if universal resident ILE should be scrapped and returned to the previous system where only half of each year group attends resident ILE at Fort Leavenworth. The Army War College (AWC) is working beyond capacity, but the Army G-3 has been directed to double the number of foreign officers attending. This could result in the loss of some slots to Army branches.

c. FA30 is the smallest branch/functional area managed by the HRC-A Maneuver, Fires, and Effects (MFE) Division. If anticipated FA30 structure increases occur, the FA30 Career Force will soon overtake FA46, who is the next smallest MFE branch/functional area.

d. IAW DA G3/5/7 manning guidance, Officers are being moved as early as they can be moved within the confines of law, regulation, and policy IOT fill manning priorities.

e. DOD has decided to not go forward with the Defense Integrated Military Human Resources System (DIMHRS), but the Army has taken over the project. The Army was counting on DIMHRS to eliminate many legacy computer systems; therefore, if DIMHRS is not the solution, the requirement for some other computer program/system remains. The Army does not expect to see DIMHRS before August 2011.

## Graduate Level Education

One of the goals we are working is to increase the educational opportunities for all FA30s and provide professionally enhancing and broadening opportunities for our officers. Our GLE program consists of providing 5 officers the opportunity to attend Naval Post Graduate School and earn a Masters in Joint Information Operations and up to 5 officers the opportunity to attend prestigious civilian universities (Harvard, Princeton, and Johns Hopkins). We recently added Kansas University to our ACS list! We are continuing to refine the degree, but believe it will be a Masters in Inter-Agency Support to Public Diplomacy from the School of Journalism. We also met with Deans from the George Washington University and solidified an agreement with their PhD program for those stationed in the DC area. This degree is a self-pay degree intended for working professionals with classes held during the evenings at Foggy Bottom. The PhD is in Public Policy and Public Administration in the GW's Trachtenberg School of Public Policy and Public Administration. The good news is that this degree is highly tailorable and can be designed towards an International Relations Focus. We are also close to solidifying an agreement GW's College of Professional Studies that offers an on-line Masters Degree in Strategic Public Relations. This is also a self-fund program, but our agreement will provide additional options for FA30s such as the possibility for preferential acceptance, a GRE waiver and reduced tuition (for both the PhD and on-line Masters programs)! How this works: After the FA30 applies to one of the GW programs, they inform USAIPO and we will contact the appropriate Deans to inform them that one of our officers has applied to their program. Sounds simple, but we'll see how it works out as FA30s apply to their programs. We are also working agreements with Norwich for their on-line Masters in Diplomacy Degree and with West Virginia University for their Integrated Marketing and Communications Degree; MTF as we solidify those. Other initiatives we are working: FA30 assignments with inter-agencies and Training with Industry (TWI) partnerships; MTF as we solidify these broadening opportunities.

## Personnel

*LTC John "Mitch" Mitchell:  
JP.Mitch13@conus.army.mil*

### FA 30 Recruiting

The Personnel Proponent continues to conduct an aggressive recruiting campaign to inform current Army Officers about Functional Area 30 and the Functional Designation (FD) Board Process. Since January 2006, the USAIPO Recruiting Team has conducted 39 recruiting visits and provided briefings to over 480 interested active duty Officers. During the same time span, over 1000 more active duty Officers have responded to the USAIPO's emails, the HRC-Alexandria website link or announcement, or AKO announcements asking for additional FA30 information. Over 150 National Guard and Army Reserve Officers have also contacted the USAIPO Personnel Proponent during the same period. Before the USAIPO Personnel Proponent began recruiting, only 40 Officers listed FA30 anywhere on their FD board preference sheet. Last year, over 200 Officers listed FA30 as one of their top three choices for the mandatory FD board.

Recruiting briefs are primarily aimed at Officers just before their optional or mandatory FD boards, they are open to any Officer interested in learning about FA30 or the FD board process. Quality Officers who have already passed their FD board can request a branch transfer to FA30.

Tentative USAIPO 2009 recruiting visits include Fort Sill OK on 23-24 June, Fort Riley KS on 25-26 June, and Fort Carson on 15-16 July. If you are located in any of these locations and know the majority of the units will be deployed, please let the USAIPO Personnel Proponent know so we can re-schedule. Dates are chosen based on the Patch Chart, but we know that deployment schedules are subject to change.

### Other Personnel Initiatives

- \* We are close to getting a request to add FA30 positions to the Centrally Select List (CSL) for the FY11 board and beyond. The positions nominated for CSL at the COL/O-6 level are: Commander, 1st Information Operations Command and all Corps level ACoS, G7 positions (I, III, V and XVIII). The LTC/O-5 positions nominated for CSL are: Commander, 1st Battalion, 1st Information Operations Command and all Division level ACoS, G7 positions.
- \* We are working with DoD on establishing a pilot program that will provide FA30s broadening Joint, Inter Agency, International and Multinational (JIIM) opportunities. The program in development is a 2-year program in which officers will work the first year at OSD(P) IOT gain experience on how the DoD interacts with Inter-Agencies and then being assigned to either the Department of State (DoS) or National Security Council (NSC) during the second year.
- \* Training with Industry (TWI): We are close to establishing 4 TWI partnerships that will provide FA30s the opportunity to work with and learn from experienced civilian professionals that will broaden their understanding of our profession and provide additional insight on how our civilian counterparts perform similar functions.
- \* Fellowship program: We are working with the UK Ministry of Defence on either an officer exchange program or a fellowship program; we are also working to establish a fellowship with the UK firm Strategic Communications Laboratories (SCL). MTF as we solidify these initiatives.

# Active Component FA 30 Qual Course

Mr. John Warner  
John.Warner@conus.army.mil

## Spring 2009 FA 30 Qualification Course

Thirty students are currently attending the 29th iteration of the FA 30 Qualification Course at Fort Leavenworth, Kansas. This is the 6<sup>th</sup> iteration of the 12-week course. The student body is made up of a Navy Captain, and Army Lieutenant Colonels, Majors, and Captains recently designated as FA 30's. 65 % of the student body is captains which represent the youngest FA 30 class to date. The students come from a wide variety of branches; combat arms, combat support, and combat service support, with the greatest representation being Field Artillery and Military Intelligence branches with 5 students each. Half of the students have completed graduate degrees, with two being doctoral equivalents, from educational backgrounds that include music, philosophy, criminal justice, international relations, and law.



In March 2009, LTG Caldwell, CG CAC, spoke with the FA30 Qualification Course about developing a "culture of engagement."  
([See IPO Blog](#))

Up to the point of the Beacon's publication, the students in the course have enjoyed several guest speakers to include LTG Caldwell, Commander of the Combined Arms Center; MG Bergner, Chief of Army Public Affairs; BG Cardon, Deputy Commandant, Command & General Staff College, representatives from the Department of State, Non-governmental Organizations currently serving G-7s or S-7s; and numerous professors from the University of Kansas on culture, marketing, journalism, and communications.



In April 2009, BG Cardon, Deputy Commandant of CGSC, spoke with the FA30 Qualification Course about his previous experiences with integrating information into military operations.



During the Multi-echelon Exercise, Mr. Tim Biagent, Team Lead for the TRADOC Cultural Training Team, provided small group discussions about cultural awareness.

# RC FA 30 Qual Course

MAJ Mitch Goodrich  
Mitch.Goodrich@conus.army.mil

## Reserve Component FA 30 Qualification Course Update

The fourth iteration of the Reserve Component Functional Area 30 Qualification Course (RC FA30 QC) is culminating this month. After approximately seven months in training, the 12 remaining students from across the Reserve Component join their counterparts in the 12-week resident course for a combined exercise and Oral Comprehensive Examinations.

The RC FA30 course replicates the academic, exercise, and evaluations portions of the active component FA30 curriculum in three phases. The first phase consists of a 40-hour on-line program the students complete at their own pace. Phase 2 takes then place over 25 weeks and puts the students into learning cohorts similar to those in the resident course. Phase 2 stresses the same Experiential Learning Model methodology to bring the adult learners to the "synthesis" level of understanding. It combines extensive individual work punctuated by weekly sessions in an on-line classroom with live interaction between students and faculty.

Phase 3 brings the students to Fort Leavenworth where they work side-by-side with the students in the resident course. That intermingling accomplishes the twin objectives of ensuring both groups of students achieve the same learning outcome and allowing Active and Reserve Component FA30 students to work together in a training environment before they do so downrange.

The fifth iteration of RC FA30 QC is already underway. Currently 18 officers from across the force and around the world are taking part in the on-line learning portion. In addition to spanning the four time zones in the contiguous United States, one officer is a mobilized Guard member serving on active duty in Kuwait. All of them interact weekly in the on-line classes and look forward to seeing their classmates in October for the next Phase 3.

## RC FA30 Graduation



MG Mayorga spoke to the RC FA30 QC graduates on 24 April 2009.



12 Reserve Component Graduates listened to MG Mayorga speak at their graduation ceremony.



MAJ Noreen Keesey, Class 04 Distinguished Graduate shares a few words at graduation.

## LDE&T

LTC Bob Foley  
RobertF.Foley@conus.army.mil

# USAIPO Continues to Staff the Army's CMETL

One of the initiatives the USAIPO has been involved with over the last ten months has been the staffing of the Army's Core Mission Essential Task List, more commonly known as CMETL. The intent for the Army's CMETL is to create a standardized list of mission essential tasks which are derived from a unit's capabilities, its TOE mission, and doctrine. CMETLs are comprised of core capability tasks which the organization was designed to perform and general tasks applicable to all organizations, regardless of unit type. CMETLs provide the Army with a uniform means for organizations to report and Army leaders to assess unit readiness, IAW CUSR reporting requirements, to conduct world-wide, full spectrum operations. CMETLs are designed to provide relevant, manageable lists of tasks to focus brigade and higher – echelon training early in ARFORGEN. Currently, Conduct Information Engagement (IE) is listed as a Core Capability Mission Essential Task (CCMET) for Corps, Division, and BCT/ACR type units.

During the last staff review of CMETL (which occurred from FEB 09 to APR 09) the recommendation was made to delete Conduct IE as a BCT/ACR CCMET and place it as a supporting task under the Conduct Stability Operations CCMET. The rationale behind this recommendation was that Information Engagement does not rise to the level of CCMET for a BCT/ACR and that BCT/ACR units do not have sufficient training time in the ARFORGEN process to train on IE tasks. The USAIPO opposed this recommendation and submitted an opposition report to the CMETL staffing group for their consideration. The proponent cited the following in its opposition report:

IE is applicable to Full Spectrum Operations (offense, defense, and stability) and should not be categorized as only a stability operations task.

IE is critical to BCT/ACR mission accomplishment in Full Spectrum Operations. Historic and contemporary observations, and current lessons learned support IE as critical to operational success.

IE is a BCT/ACR core capability which is supported by current MTOE force structure.

In April 2009 the Army G3, who serves as the CMETL approval authority, disapproved the recommendation to delete Conduct IE as a BCT/ACR CCMET and place it as a supporting task under the Conduct Stability Operations CCMET.

We at the proponent support the Army G3's decision to keep the task Conduct Information Engagement listed as a Core Capability Mission Essential Task (CCMET) for BCT/ACR type units. Additionally, we are thankful to all of those who worked with the IPO during the CMETL staffing process. The open dialogue and opinions expressed by all of you were useful.

# Reserve Tactical IO Course

LTC Carla Wiegiers  
Carla.Wiegiers@conus.army.mil

## Cross Component Collaboration Produces Quality Information

When key leaders of the 16<sup>th</sup> Military Police Brigade Airborne of the XVIII Airborne CORPS were researching what resources were available to conduct a comprehensive three day seminar to nine soldiers from their unit which is preparing for an approaching deployment, MAJ [now Lieutenant Colonel] Eugenia Guilmartin found the 3-329<sup>th</sup> Training Battalion, Information Operations (IO) Academy, whose headquarters is officially in Milwaukee, WI. The Academy has a virtual nation-wide footprint because of the 50 soldiers assigned to the battalion, 37 live in different states. This allows members from various geographical locations to provide IO training to units in their local or regional residences. In this case, the Team Chief, LTC Alvin Bonaparte of Columbia, SC – the closest IO Academy member to Fort Bragg, whose team is geographically-centered in the southeast part of the country, received the directive from the Battalion Commander, LTC Carla Wiegiers. LTC Bonaparte quickly started the coordination process with the 16<sup>th</sup> Military Police Brigade Airborne. An OIF experienced officer, MAJ Guilmartin adds Combat police are different from other combat forces -- we interact more with the public, we focus more on de-escalating tensions, and we enforce the rule of law. You can do none of this without good information operations (IO). Effective IO helps us explain (our) public safety messages and prevent crime. IO helps us better train police partners in Iraq and Afghanistan. IO helps us counter the enemy's propaganda in detainee operations. We must ensure that the commander's priorities are understood, synchronized, and communicated to all audiences. IO is crucial to effective military policing."



LTC Cook from 3-329th answers questions during training.

After LTC Bonaparte made contact with LTC Guilmartin and MAJ Rodgers to establish training criteria and parameters, LTC Bonaparte considered not only which human resources, IO instructors, he had on his own team. He then also looked deeper into the entire battalion's "bench of players." Since many of the 16<sup>th</sup> MP BDE (ABN) personnel had been deployed before, but lacked IO practice, he wanted some real-world IO experienced individuals who could add some unique value for his students. Therefore, he went immediately to the Battalion Headquarters and specifically requested LTC Darrell Vydra, the IO staff leader in Afghanistan and LTC Greg Cook, who served as the IO staff leader in Iraq. LTC Vydra served as the Chief of IO in Kabul from November 2005 through September 2006, while LTC Cook deployed with a Civil Affairs Command and served as that unit's IO Planner in central Iraq for one year in 2007-08. Thus, to round out his instructor team in not only presenting formal IO theory, he also needed to bring some creditable IO experienced people to discuss the practice, application, and craft of IO. LTC Bonaparte adds, "There is no substitute for experience and I was fortunate to have these two officers help bring home their real world knowledge to the class."

Once the first day's class began, the instructors and students developed a very good rapport in discussing some insights into how IO can influence people in the Area of Operations and its limitations as well. From his experience, LTC Vydra offered that while running an IO campaign at the high level, it must be nested from top to bottom to guarantee consistent execution by everyone in theater. "Probably the toughest job at times is measuring or assessing how well your IO Campaign is working. I learned that 'less is more' or having less things to measure, but being to get good data on those measurable things."

Overall, the students absorbed a keen insight on what IO is, how it can be leveraged to help in executing their mission, and why IO has become entrenched as perhaps not so much of a combat multiplier, but more so as a stability enhancer through innovative marketing based upon cultural awareness, intelligent target audience analysis, and savvy use of selected media resources. LTC Guilmartin concludes, "The training that 16th MP BDE (ABN) received provided us with a doctrinal understanding of IO and necessary tools and templates to create our own IO program. The seminar included helpful practical exercises and active discussions with officers who'd conducted IO in either Iraq or Afghanistan. The team specifically tailored the seminar to our mission and our staff; overall it was outstanding training."



16th MP Bde participants from recent 3-329th training session.

# Frequently Asked Questions

*LEAV-USAIPOBEACON@conus.army.mil*

**As an S7 at the BCT in Iraq, I am not touching EW, OPSEC, MILDEC, or CNO. Our S7 section is fully in line with FM 3-0, Chapter 7. I have a PSYOP planner, the PAO, COMCAM, a civilian engagement coordinator, and the BCT CDR's engagement specialist (note-taker) and (most of the time - he splits time between here and TPD office) the TPD OIC all within one office. I have not had time to delve into FM 3-13, but would like to know if it is going to follow FM 3-0, Chapter 7?**

What you've described is not uncommon among BCTs and is in line with what is proposed in the initial draft of FM 3-13. Note that that is the initial draft; the final draft may or may not look like that. There are several viable alternative ideas about what sort of organizational scheme should be normative for the Army at large. What really matters is whether or not your current approach is providing value added to your commander and the execution of your unit's mission. Does it facilitate overall mission success in your current situation - your OE, the personalities and skills of your staff and your subordinate elements, your commander's approach to battle command, etc.? If so, rock on. If not, change it. When I was a BCT S-7, we changed how we did business pretty significantly over the course of 16 months in combat, based on experience and analysis of changing requirements.

**A year after graduating from the FA30 Qualification Course, I would say there is not a clear picture of what the FA30 truly does, with the exception of the afore-mentioned uber-PSYOP officer. Per the MTOE the Field Artillery Officer is responsible for coordinating effects; however, this seems redundant under the concepts introduced in FM 3-0. Will the FA30 be officially inheriting engagements or will we become the effects coordinator? Commanders and FA 30s appear to be confused about the role of the FA 30. What is the future for FA 30?**

In an era of persistent conflict and a period in which Information is pervasive across all aspects of operations, it is critical that the Army's doctrine evolve. The evolution started with FM 3-0 introducing the five Army Information Tasks and continues with the development and revision of FM 3-13. Our original doctrine, FM 3-13 published in 2003, focused on using information systems to disrupt, corrupt, or usurp our adversary's decision-making capabilities. Recent operations have caused many to relook how we apply the element of combat power - Information - to our daily operations. This evaluation led the Army to five tasks: Information Engagement, Command and Control Warfare, Information Protection, OPSEC, and Military Deception. Additionally, the evaluation led to a conclusion that there are not Information Operations, but rather the use of Information in support of Operations. There is one operation, with the capabilities of Information (five Army Information Tasks) contributing to its success. And, each Army Information Task is assigned to the staff section that has a logical capability and is manned with subject matter experts for that task. The revised draft FM 3-13 adds the use of Information to engage, communicate, and collaborate by, with and through relevant publics and actors. The published and emerging changes in the Army Information doctrine are reflected in the FA30 Qualification Course. The course trains Army FA30 Officers on all Army Information Tasks; however, FA30s are instructed that their primary responsibility at the Tactical Level (Division and Brigade Combat Team) will be Information Engagement. The U.S. Army Information Proponent Office (IPO) is currently working to update DA Pam 600-3, Chapter 20 to reflect the title of FA30's to read "Information Engagement Officer."

# Professional Development

## Reading List

### **Information Operations, Insurgency and Related Publications.**

Pack, S.W.C. (1977). *Operation Husky: The Allied Invasion of Sicily*. New York: Hippocrene Books.

O'Balance, Edgar (2000). *Sudan, Civil War and Terrorism, 1976-1999*. New York: Palgrave Macmillan, Ltd.

O'Balance, Edgar (1990). *The Cyanide War: Tamil Insurrection in Sri Lanka 1973-1988*. Washington, DC: Brassey's UK

O'Balance, Edgar (2002). *Afghan Wars: Battles in a Hostile Land 1839-Present*. UK: Brassey's

Pratkins, (2001). *Age of Propaganda: The Everyday Use and Abuse of Persuasion*. W.H. Freeman and Company.

### **General Reading.**

Putnam, R. (2000). *Bowling Alone: The Collapse and Revival of American Community*. New York: Simon and Schuster.

Wilson, J. (1989). *Bureaucracy: What Government Agencies Do and Why They Do It*. New York: Basic Books.

### **Blogs**

[Information Proponent Office](#)

[Combined Arms Center](#)

[Mountainrunner](#)

[SmallWarsJournal](#)

### **Social Software**

[Facebook: US Army Information Proponent Office \(IPO\)](#)

PURPOSE: An UNCLASSIFIED site intended to provide FA30s and other interested parties (including those without .mil access) a place to discuss, share and collaborate on issues related to the FA30 career field. IPO will use the site to highlight key posts, updates, and make announcements about upcoming events. At no time, will official government business be conducted.

[LinkedIn: Information Operations Practitioners](#)

This is not an IPO ran group, but it is a professional network available to Information practitioners. "Welcome to the Information Operations - Practitioners group on LinkedIn! This group is intended to assist in networking IO practitioners past, present and future. You will go into pending status until you are manually approved."

## Community Links

[USAIPO](#) = CAC, USAIPO Public Webpage

[IO Intel Link](#) = LTC Scott Riggs, Joint Information Operations Warfare Command (JIOWC)

[1st IO Command](#) = Available Army Training Courses

[Joint IO Planning Courses](#) = Available Joint Training Opportunities

## Voice From the Field

LEAV-USAIPOBEACON@conus.army.mil

Special thanks to LTC Zollinger, IO Chief at 1<sup>st</sup> IO Command at Fort Belvoir, VA for submitting a short write up about his recent field experience in Afghanistan.

### Calculated Information Operations at the Tactical Level

As the Combined Joint Special Operations Task Force, Afghanistan (CJSOTF-A) Information Operations (IO) Officer, I had the opportunity to be a part of an operation, which we are still reading about today; a capture/kill operation which took place in Shindand, western Afghanistan in August 2008. My goal and objectives in assisting this operation were not to repeat what we did in Zerko valley in 2007, which was, to be on the defense regarding the information flow, and the enemy beating our IO with their propaganda of inflated civilian casualties. We needed to get our message out ahead of the Taliban, and discredit their propaganda before they could discredit our factual information and press releases. Based on the human intelligence and signals intelligence information going into this mission, I was able to better understand the tribal dynamics within the area and understand how the tribes were able to project their information through Shuras or engagements between tribal leaders and elders. Understanding the tribes and providing the tactical commander talking points and/or things to consider prior to a key leader engagement (KLE) greatly increase the ability to collect valuable operational information for future military operations, and to gain a better understanding of the area and build a "tribal engagement" data base. This data base can be used as a reference tool to assist the IO team to make educated recommendations to other systems of IO, for example civil affairs (CA) and psychological operations (PSYOP). The data base the CJSOTF-A Joint Effects Cell (JEC) developed consisted of non-lethal effects such as: KLE, Shuras, IED turn-ins (small rewards program), CA projects, humanitarian assistance operations, and medical care operations.

To gain IO synergy throughout the CJSOTF-A disposition there needs to be a constant balance through the basic pillars of IO. The CJSOTF-A JEC consisted of CA, public affairs officer (PAO), and PSYOP. In order for the IO officer to affect the information environment ebb and flow throughout the battlefield space and at the same time provide strategic information to higher echelons, there needs to be a seamless flow of information throughout the IO channels. The PAO position is an essential part of the tactical commander's non-lethal tool. The PAO fundamentally is the focal point between the military and the public for information. The most accurate information is just one way to beat the propaganda, but time is of the essence. As the military operation in Shindand, western Afghanistan started to turn from a lethal to a non-lethal operation; we provided information to the higher command and conducted a sequence of non-lethal events to counter the enemy propaganda. The enemy was able to get their propaganda started before we even left the military objective. As I looked across the villages while I was on a roof top of one of the key objectives, I was able to see the local nationals on their cell phones and herd the radio saying Coalition Forces have killed over 70 local national civilians. Similar to Zerko valley in 2007 we were not getting our information out fast enough, either through a press release and/or a phone call to the strategic level. It took the insurgents approximately 26 minutes to get their propaganda out in order to discredit our operation and tell the rest of Afghanistan and eventually global media, that the coalition forces have killed over 70 local nationals, at one point the number reached 110 local national civilians killed. As an IO officer you have to realize false information and/or propaganda is easy to get out faster than factual or accurate information. The IO planner needs to realize the clock needs to start prior to the operation regarding the frame work of the themes and messages in which we will need to get out to the public; a tool in which we sometime forget is the military decision making process (MDMP). Propaganda is much easier to project, and once the propaganda is in the public media, it is too late for the IO planner to be on the offensive (decide/detect/deliver); now the IO planner is forced to conduct defensive

IO or what I call band-aid IO.

# Voice From the Field

LEAV-USAIPOBEACON@conus.army.mil

**Media Embeds** are a great tool if used correctly to reach the strategic level in order to tell the story of the military and inform the public regarding lethal and non-lethal operations. During my deployment we embedded numerous journalist and photographers, for example LtCol Oliver North, Fox News "War Stories", National Public Radio (NPR), MSNBC, and a freelance combat camera photographer. Every embed had their own objectives, either to tell the story of the Afghan people, or be apart of a specific operation to see how the Afghan Commandos operated. The common media theme was to inform the public on what the military does on a daily basis and show the public we are human. That in fact the local Afghan people want us here to help them make their country a better place and most importantly eradicate the insurgents.

## NON-LETHAL TRACKER EXAMPLE

AO	RC	FOB	SHURA	KLE	MEDCAPS	VETCAP	CRP	HA	CACHE TURN IN	TB/IED TIP	TREND ANALYSIS							
UNIT	1	CP AREHA																
	2	BAF		1				1										
	3	CP BASTION / DELARAM	2	1			6	1										
	4	FOB CHAMKANI	11	<b>TALKING POINTS</b> <b>27OCT08-CAT:</b> THE TEAM ATTENDED THE CHAMKANI SHURA. SOME OF THE ISSUES DISCUSSED WERE THE UPCOMING ELECTIONS TO ENSURE THAT THE ELECTORAL PROCESS WOULD BE FOLLOWED. TEAM SPOKE WITH HADDER JAN, A SHURA MEMBER WHO IS IN CHARGE OF COORDINATING THE ELECTIONS FOR CHAMKANI. HE EXPLAINED THE PROCESS AND THE COORDINATION FOR SECURITY DURING THE ELECTIONS. ALSO, WE CONFIRMED THE MEETING FOR TOMORROW WITH THE CHAMKANI SUB-GOVERNOR, CHAMKANI MAYOR, AND SHOP OWNERS. <b>25OCT08-SOF:</b> SOF LEADERSHIP CONDUCTED THE WEEKLY SECURITY MEETING WITH SUB GOVERNORS AND SECURITY CHIEFS FROM THE SURROUNDING DISTRICTS. REMARKABLY, ALL FIVE DISTRICTS WERE REPRESENTED. EACH ANP CHIEF PRESENTED SIGNIFICANT ACTIVITIES IN THE PAST WEEK. OF NOTE, LAST NIGHT AD AND PAT ANP CHECKPOINT ON PATAN ROAD RECEIVED SPORADIC SAF BEGINNING AT APPROX 2000L. THE ANP DISPATCHED A PATROL TO THE ORIGIN OF FIRES APPROX 500M AWAY WITH NEGATIVE CONTACT. THE SUB-GOVERNOR WILL MEET WITH THE NEARBY VILLAGERS. THIS MEETING WILL DETERMINE IF THEY SAW ANYTHING SUSPICIOUS OR CAN IDENTIFY THE ATTACKERS. THE AHMED KEHYL AND LIJAMENGAL SUB GOVERNORS COMMENTED ON THEIR TRIBAL ENGAGEMENT EFFORTS. THESE TWO DISTRICTS ARE THE MOST PROGRESSIVE IN EMPOWERING THE TRIBES AND HOLDING THEM ACCOUNTABLE FOR SECURITY AND AAF ACTIVITY IN THEIR VILLAGES. ODA LEADERSHIP TASKED EACH DISTRICT TO IDENTIFY THEIR TOP TWO VILLAGES, ONES THAT ARE THE MOST COMPLIANT AND WILLING TO WORK WITH THE GOVERNMENT, AND THEIR BOTTOM TWO VILLAGES, THOSE AREAS THAT ARE MOST STRONGLY ANTI-GROA AND CURRENTLY UNGOVERNABLE. THIS INFORMATION WILL BE USED TO FOCUS FUTURE HA AND MEDCAP EFFORTS TO REWARD THE CONSTRUCTIVE COMMUNITIES AND TO GUIDE SECURITY INITIATIVES NOT TARGET NON-COMPLIANT AREAS THAT SUPPORT AAF ACTIVITIES. THE UNDERLYING THEME THROUGHOUT THE MEETING WAS THE PROMOTION OF TRIBAL EMPOWERMENT AND EXTENDING THE INFLUENCE OF THE GOVERNMENT THROUGH LOCAL LEADERS OF INFLUENCE. IN AREAS WHERE THE ENEMY HAS THE MAJORITY, MORE KINETIC ACTIVITIES WILL BE UTILIZED.								3						
	5	FB CHAPMAN	2														1	1
	6	CP DYER																
	7	FB FARAH																
	8	FB GHAZNI	1														3	2
	9	FOB LIGHTNING																
	10	FB LILLEY	3														1	
	11	PRT MEYAHMEH																1
	12	CP MES																7
	13	CP MOREHEAD																4
	14	FB POL-E CHARKI																
	15	FOB SALERHO	5															
	16	FB THOMAS	3															2
	17	CP VICTORY																
	18	CP WRIGHT	1															

## Conclusion

Learning from our IO mistakes and documenting the lessons learned is critical in order to not repeat events such as Zerko valley and Shindand. Non-lethal synchronized operations consisting of KLEs, CA, PSYOP, Combat Camera, and PA operations; will support the time sensitive need for information to the strategic level. Reverse bridging is a great example at the tactical level in order to create the seamless flow of information to the higher echelons. Information received within the HQ CJSOTF-A level is created and processed at the Special Operations Task Force level (SOTF). The JEC plays a critical role in the processing of this information and the speed in which it reaches the strategic level. The speed is critical, because the information can be used to counter propaganda, and as a mitigation tool. Even though media embeds can be challenging at times it is a resource if utilized and coordinated correctly can enhance a unit's non-lethal footprint tremendously. As products are developed and resources are allocated it is important to stay focused on the underlying factor which is the Afghan people are the center of gravity.



# Available Training Opportunities

## U.S. Army Information Proponent Office

950 Bluntville Avenue  
Fort Leavenworth, KS 66027

LEAV-USAIPOBEACON@conus.army.mil



Leveraging the power of information in an era of persistent conflict...

### Active Component FA 30 Qualification Course

FY: 2009  
SCHOOL: 150  
Course: 2G-FA30  
CLASS Type: R  
CLASS: 001  
RPT Date: 30 Aug 09  
Start Date: 31 Aug 09  
End Date: 20 Nov 09

### Reserve Component FA 30 Qualification Course

FY: 2009  
School: 150  
Course: 701-2G-FA30 (RC)  
POC: MAJ Mitch Goodrich, 913-684-9441

### Reserve Component Tactical IO Course

Tactical IO Course, Virginia, 22 March to 2 April, 2009  
POC: MAJ William R. McKern, 802-485-1964, william.mckern@us.army.mil

### Joint Information Operations Planning Course (JIOPC)

**Web site:** [http://www.jfsc.ndu.edu/schools\\_programs/jc2ios/io/default.asp](http://www.jfsc.ndu.edu/schools_programs/jc2ios/io/default.asp)

#### Military Deception Planners Course:

Class Number: P-09-4, 06/15/09-07/10/09  
Class Number: P-09-5, 08/10/09-09/04/09

Security Clearance: All students enrolling in the JIOPC must possess a final U.S. Top Secret/Special Compartmented Information (TS/SCI).

#### Contact:

- For information regarding IO course quotas or course information and administration, contact the IO Division registrar at [http://www.jfsc.ndu.edu/schools\\_programs/jc2ios/io/default.asp](http://www.jfsc.ndu.edu/schools_programs/jc2ios/io/default.asp) mailto: [JC2IOS-IO-QUOTA@jfsc.ndu.edu](mailto:JC2IOS-IO-QUOTA@jfsc.ndu.edu) or at 757-443-6336 (DSN: 646) or [Lt Col Tracy Bobo](#), 757-443-6344 (DSN: 646-6344)

### IO Sphere

For anyone interested in submitting articles, press releases, or announcements to the JIOWC's IO Sphere please submit to Mr. Keith Howerton at [Keith.Howerton.CTR@JIOWC.OSIS.gov](mailto:Keith.Howerton.CTR@JIOWC.OSIS.gov) or contact him for more information at (210) 670-2676.